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FINAL REPORT

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Gloria L. Grace
Harold A. Holoter
Robert J. Provenzano
James Copes
Mary B. Steiner

10 SEPTEMBER 1976

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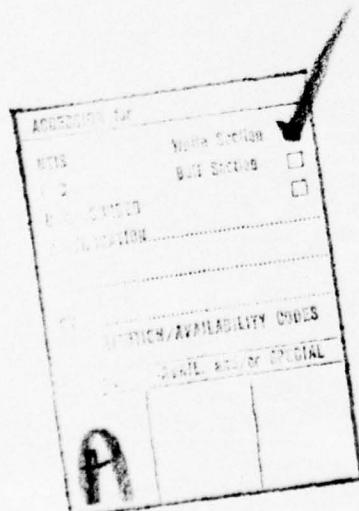
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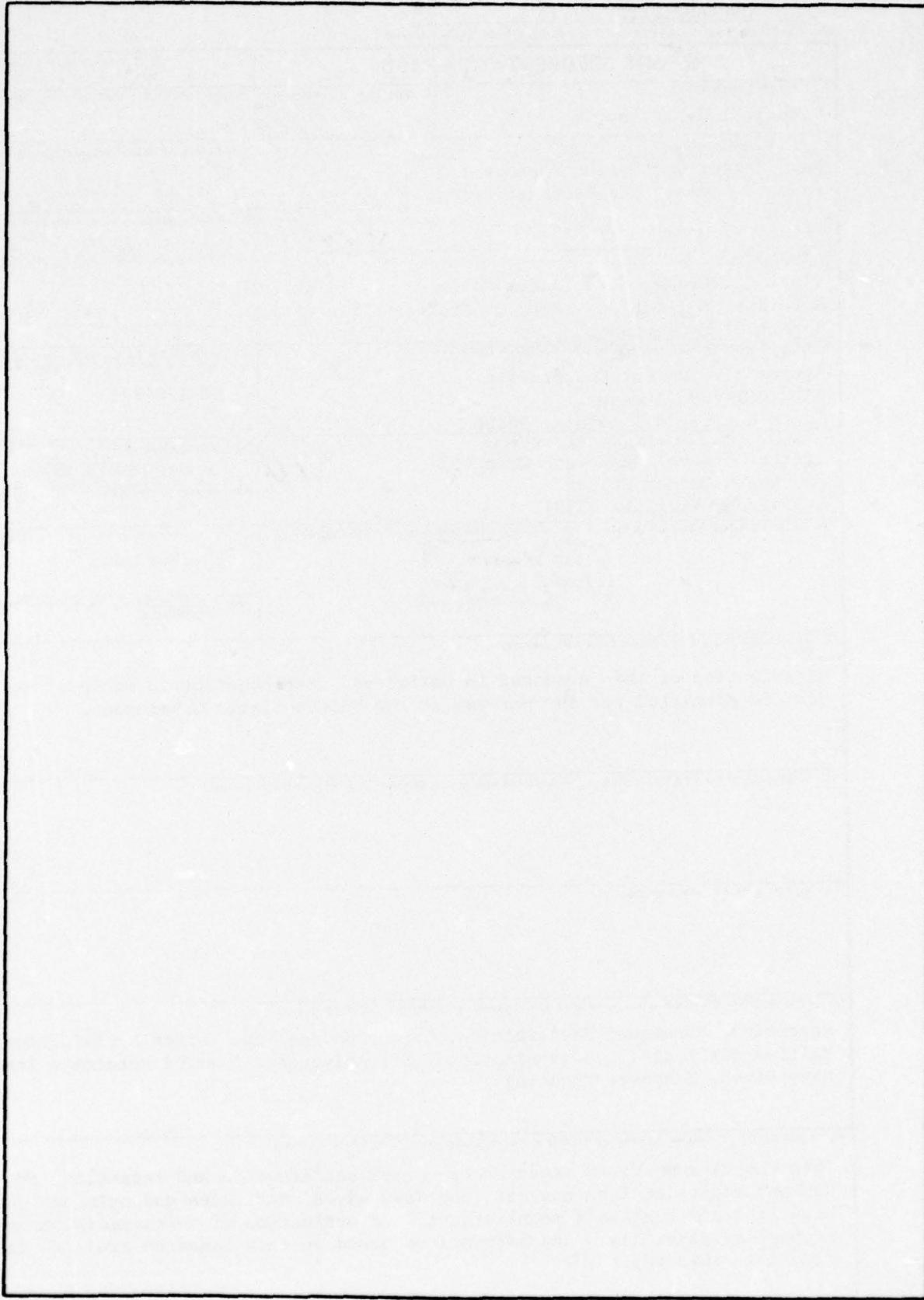
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SECTION 1 - EXECUTIVE SUMMARY

In Phase 3 of System Development Corporation's (SDC's) program of research on personnel satisfaction and retention, the influence of career satisfaction on retention, the Command Retention Team concept, and Navy wives' attitudes, opinions, and communication patterns have been investigated, and the effectiveness of multi-media career counseling materials evaluated. On the basis of findings and conclusions drawn from these studies, the following recommendations¹ are made:

- Recommendation 1. The Navy should make career satisfaction improvement an integral part of the Navy organizational effectiveness improvement program and place more emphasis on increasing the effectiveness of leadership and management of human resources throughout the chain of command.
- Recommendation 2. The Navy should make planned use of the incentive value of career satisfaction to assist in the management of manpower.
- Recommendation 3. The Navy should take positive actions to encourage favorable attitudes toward Navy life on the part of spouses because spouses are an important influencer of retention.
- Recommendation 4. The Navy should develop a "life-span" career counseling approach designed for use in the Career Counseling Program and for implementation through the command structure.
- Recommendation 5. The Navy should take all steps possible to eliminate discrepancies between personnel's expectancies about Navy career opportunities, available benefits, and programs and their experiences in these areas.
- Recommendation A. Career Counseling Program policy should be modified to stress the importance of informal on-the-job interactions between Command Retention Team members and enlisted personnel as well as the importance of the counseling and interview requirements for increasing retention detailed in Navy instructions and manuals.

¹Recommendations from the career satisfaction study are identified by Arabic numerals; other study and evaluation recommendations are identified alphabetically.

Recommendation B. To increase retention, an action-oriented approach should be adopted by the Command Retention Team. This approach should place increased emphasis on obtaining career growth and development results and satisfying career needs from the perspective of the enlisted personnel while giving due consideration to organizational requirements and constraints of the Navy.

Recommendation C. Career counseling functions should be more closely integrated into the unit command structure and the Command Retention Team should take all steps possible to ensure that the team operates fully within the chain of command.

Recommendation D. Career Counseling Program policy should be modified to ensure that early in their first terms of enlistment, all personnel are adequately informed and have acquired currently accurate information about Navy career growth and development opportunities, entitlements, and benefits. All personnel should be updated regularly concerning any changes in opportunities, entitlements, or benefits that may have occurred, and refresher acquaintance with information should be provided periodically to all personnel in order to reinforce learning acquired in the first term of enlistment.

Recommendation E. The Navy should reassess its reenlistment advertising program to determine the degree to which funds expended on advertising are positively influencing retention.

Recommendation F. The Navy should take positive actions to ensure that the organizational climate of all units is desirable because climate importantly influences retention of enlisted personnel. Particular attention should be directed toward assessing supervisory functions as measured in the Human Resources Management Survey because these functions are strong influencers of retention.

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Recommendation G. Career counselors should receive an increased amount of training in the areas of group facilitator skills and presentation techniques in order to ensure that counselors are well prepared to implement the expanded functions of the Career Counseling Program.

Recommendation H. The Plus Eighteen and Minus Ten slide presentations should be redesigned and combined into a single presentation designed for use (1) with first-term personnel within three to six months after reporting aboard their first units and (2) as refresher training for personnel in other terms of enlistment. Instruction technology principles should be applied in this redesign to ensure that key information is actually acquired regarding Navy career growth and development opportunities, entitlements, and benefits.

Recommendation I. The Navy Wives slide presentation script should be updated and the presentation should be much more widely shown to wives of enlisted personnel. The Navy Wives Contact Model should be used to assemble wives' audiences for this presentation. Career counselors and other members of the Command Retention Team should be provided specific objectives for use, be specially practiced in delivering the presentation and strongly encouraged to make regular use of it.

Recommendation J. Career Counseling Program policy should be modified to ensure that all Navy personnel eligible to serve on the Command Retention Team see the Command Retention Team film entitled Absent Without Incentive (AWOI). The Navy should strongly consider showing this film to as many other enlisted personnel as possible, and to spouses.

Recommendation K. The Navy should implement the Navy Wives Contact Model through a Family Sponsor Program to be designed, developed, and coordinated by appropriate top-level Navy agencies, to be implemented within the chain of command, and with operational responsibility to be assigned at the local unit level.

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Recommendation L. The Navy should take positive actions to institutionalize the Navy Wives Information School concept Navywide, using successful local Navy Wives Information Schools as models for implementation. The Navy should also urge strong command support of the Navy Wives Ombudsman program, with participation by interested senior enlisted personnel from each of the commands and regularly held District-wide assembly meetings. Special training should be made available to wives ombudsmen, to include at least a minimal amount of crisis intervention training.

Recommendation M. The Career Counseling Program should be strengthened to ensure that Navy wives are adequately counseled about Navy career growth and development opportunities for their husbands, and about Navy entitlements and benefits available to husbands and Navy families. This should include joint husband-wife career counseling sessions as well as presentations and group discussions. Career counselors should make use of the Navy Wives Contact Model to assist in convening groups of wives to be counseled.

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SECTION 2 - RESEARCH SUMMARY

This report summarizes Phase 3 of System Development Corporation's (SDC's) program of research on retention and personnel satisfaction. Research in this phase was directed toward (1) determining the feasibility of developing a technique for measuring career satisfaction for use in identifying target populations of Navy personnel likely to reenlist (Grace, Holoter, and Soderquist, 1976), (2) determining effectiveness of the Command Retention Team concept (Holoter, Provenzano, and Copes, 1976), (3) evaluating the effectiveness of multi-media career counseling materials designed for use in support of the Career Counseling Program (Grace, Steiner, Holoter, Provenzano, and Copes, 1976), and (4) assessing Navy wives' attitudes and opinions about Navy life, including willingness for husbands to reenlist, and development of a contact model for use in providing wives with Navy career information (Grace, Steiner, and Holoter, 1976). Each of these research areas is summarized in this section and recommendations growing out of conclusions from these studies are presented in the next section.

2.1 CAREER SATISFACTION AND RETENTION STUDY

Career satisfaction is of importance to the Navy because it motivates personnel. Job satisfaction, feelings of self-worth, family attitudes, and the work environment have been found to influence career satisfaction, including satisfaction with occupation, work, and life. If the Navy is to function effectively, enlisted personnel must be satisfied with Navy career growth and development opportunities. If personnel are dissatisfied, this creates motivation and retention problems which can impact heavily in a fiscally constrained organization such as the Navy. Career satisfaction is closely related to job satisfaction which, in turn, reflects workers' attitudes toward tasks they perform, roles they play in the work setting, and other conditions of employment. Expectancies, self-esteem, and overall satisfaction with life also motivate personnel. The relationship obtained between satisfaction and retention has rather consistently been found to be direct and moderately strong--increased satisfaction tends to increase the retention rate.

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The primary objective of this research was to determine the feasibility of developing a technique for measuring career satisfaction of Navy enlisted personnel. More specifically, this study was designed to:

- a. Determine the extent to which attitudinal data and personnel records could be used to predict actual reenlistment behavior;
- b. Test the feasibility of identifying target populations differentially receptive to reenlistment;
- c. Develop a technique for contacting and positively influencing enlisted personnel concerning their reenlistment decisions.

In order to accomplish these objectives, reenlistment intent was compared against actual reenlistment behavior to determine the degree to which intent predicted and/or moderated reenlistment behavior. Approximately one year elapsed between the times these two measures were obtained. Attitudinal data and Navy personnel records were screened for suitability as research variables. Data judged to be suitable were selected for further investigation. Individual variables found to be significant predictors were combined into categories on the basis of actionability. Category scores were developed, validated, and cross-validated to determine the extent to which each combination of variables predicted stay and leave behavior of independent samples of Navy enlisted personnel. Using study results, a prototype model relating career satisfaction to manpower supply and demand was developed and implications of the model for the management of manpower were discussed.

2.2 THE COMMAND RETENTION TEAM STUDY

Experience has demonstrated that successful retention program efforts depend on a dynamic organization which provides for imaginative career information programs. Active command level support and participation in these efforts is critical to assure awareness of the Navy's retention program and involvement in this program throughout the command. The Command Retention Team concept was developed to assist the commanding officer to establish command level involvement and career retention atmosphere necessary for an effective enlisted retention program. The team effort envisioned by the Command Retention Team

concept is seen as a key and necessary element in a command's retention program. However, the Navy views the Command Retention Team as only one of several elements required to establish an active and efficient command retention environment. Other elements of such an environment include (1) active involvement and support by commanding officers and executive officers to provide necessary impetus for the implementation of a command retention program; (2) support and guidance by all upper echelon commands concerning the goals and priorities of the command retention program; (3) a systematic interview system designed to provide retention information to Navy personnel at key milestones in their Navy career; and (4) effective and practical career information and counseling training for command retention team members.

The primary objective of this study was to investigate the effectiveness of the Command Retention Team (CRT) concept in operation. More specifically, the study was designed to meet the following objectives:

- a. Develop criteria to measure the impact of career counselors and division officers on retention and personnel satisfaction at the unit level;
- b. Develop a technique for use at the unit level to assist commands in measuring CRT effectiveness;
- c. Associate CRT operational status with unit retention data to assess the effectiveness of the CRT concept in supporting the command retention program;
- d. Identify actions which the Navy might take to improve the CRT concept.

Results of this study showed that team effort was indeed a key determiner of retention program effectiveness. Effective career counseling requires that a significant amount of the counseling take place on a day-to-day basis in a workspace environment. Enlisted personnel tend to view career opportunities from a results-oriented perspective and their interest in reenlisting is strongly influenced by the command climate and leadership style of their supervisors.

2.3 EVALUATION OF MULTI-MEDIA CAREER COUNSELING MATERIALS

The multi-media materials assessed in this evaluation were developed by the Navy for use in support of the Career Counseling Program. Of the four evaluated, three were slide presentations consisting of a tray of color slides and a script to be read by a Navy presenter. Two of the slide presentations were designed for use with enlisted personnel and one, with Navy wives. One was a sound film produced in color and packaged as a cassette. This film was designed for use with unit command retention program officers and enlisted personnel. Each of the four sets of materials were shown to samples of the intended audiences. Other Navy presentations "normally" used in similar tour-of-duty time frames were made to independent samples of these same audiences. Results obtained under these two conditions were analyzed and compared in this evaluation. In addition, scripts and visuals contained in the slide presentations were also analyzed with respect to visual and verbal characteristics. Results of these analyses were also taken into consideration in evaluating the effectiveness of the materials.

The primary objective of this evaluation was to determine the effectiveness of certain innovations recently introduced into the Career Counseling Program. More specifically, the evaluation was designed to meet the following objectives:

- a. To evaluate the effectiveness of four presentations designed for use in support of the Career Counseling Program;
- b. To obtain additional data relative to the importance, adequacy, and flow of information relevant to objectives of the Career Counseling Program.

Results showed that slide presentation audiences learned more--had higher knowledge scores--after the experience than did "normal" audiences. For Navy enlisted personnel, presentation impact of the "normal" presentations was greater. For Navy wives, impact of the slide presentation was greater. For topics covered in the slide packages, coverage was judged to be adequate, however audiences of slide packages with more limited content expressed great interest in learning more about omitted areas. Effects of the presentations on attitudes toward the

Navy were mixed. For audiences comprised entirely of first-term personnel, these attitudes became more favorable after the presentation, but less so than "normal" presentation audiences and these gains were attributable to intent to reenlist rather than to presentation method. For audiences comprised of personnel in all terms of enlistment, the experience tended to make attitudes toward the Navy less favorable. For Navy wives' audiences, slide presentation audiences showed more favorable attitudes toward the Navy after the presentation than did "normal" presentation audiences. Results showed the Command Retention Team film to be an effective communication device. Both knowledge and attitudes were changed in a positive direction as a result of attending this presentation.

2.4 NAVY WIVES STUDY

Navy wives are a factor that importantly influences the reenlistment decision of Navy enlisted personnel. Wives' opinions and attitudes toward the Navy in general, toward family life in a Navy environment, and toward their husbands' reenlistment were sampled in this study in order to verify findings of the earlier Phase 2 survey (Holoter, Stehle, Conner, and Grace, 1974). Wives with favorable attitudes tend to encourage their husbands to reenlist. If wives are dissatisfied with Navy life, they tend to be unwilling for their husbands to reenlist.

The way the new Navy wife is introduced to Navy life is of particular importance because first impressions tend to be lasting. Generally speaking, the new Navy wife reports that she had expected a certain amount of family separation and was ready to accept it. However, the reality of separation was often much more difficult to accept than she had been led to expect. The fact that many new wives--particularly those who are young--are unfamiliar with how to obtain help from the Navy only adds to their feelings of dissatisfaction. Retention can be increased if ways to improve wives' satisfaction with Navy life could be found.

This study also included a parallel investigation designed to provide information necessary to develop a Navy wives contact model. In addition to the counseling

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of enlisted personnel, an objective of the Career Counseling Program is to counsel Navy wives to provide information about Navy career growth and development opportunities, entitlements, and benefits. Many enlisted personnel and wives are unaware that such an opportunity exists and few wives have been counseled. Career counselors have found it difficult to contact Navy wives to inform them about this opportunity. These are major reasons for performance of the parallel research task.

The primary objective of this study was to determine the manner in which Navy wives' attitudes and opinions were related to willingness for husbands to re-enlist and assess the influence of husbands' career status on this relationship. More specifically, the study was designed to meet the following objectives:

- a. Verify baseline data obtained in Phase 2 relative to wives' opinions and attitudes toward areas of inquiry sampled in the Phase 1 and Phase 2 Navy enlisted personnel questionnaires. In each of these questionnaires, Navy husbands were asked to judge their wives' attitudes about the Navy and about family life in a Navy environment. In the Navy Wives' survey, wives themselves were asked how they felt about such issues. In the Phase 3 Navy Wives' survey, earlier findings were confirmed by replicating the survey with another sample of Navy wives.
- b. Obtain additional data relative to wives' attitudes about issues of specific interest to the Navy, including perceived importance of reenlistment incentive programs, impact of the recession and potential impact of its end on reenlistment, wives' attitudes toward the possibility of Navy women serving aboard ships at sea, sources of information most frequently used by Navy wives and the perceived accuracy of each source, and impact of Navy reenlistment advertising on Navy wives.
- c. Develop a Navy wives contact model for use at the unit command level in order to assist retention program personnel in reaching wives to provide information about Navy entitlements and benefits and husband's career growth and development opportunities.
- d. Confirm findings relative to the probable impact of wives as influence agents in the area of Navy enlisted personnel satisfaction and retention.

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It has been assumed that Navy wives play an important role in their husbands' decision making process. If this is true, wives' attitudes toward the Navy can impact importantly on the reenlistment decision of their husbands.

The Navy wives were surveyed in a group setting scheduled to optimize attendance by the targeted sample to be surveyed. The Navy wives contact model study required face-to-face interviews with Navy enlisted wives to discover effective ways to contact other Navy wives. Results of both showed that most Navy wives were willing for their husbands to reenlist or were undecided about it. The recession tended to cause wives to encourage their husbands to reenlist. Wives' attitudes and opinions about the Navy tended to be favorable, however most felt that their husbands enlisted because of career growth and development opportunities. Most Navy wives were familiar with Navy retention programs, their attitudes toward the Career Counseling Program were favorable, and they were overwhelmingly in favor of expanding the Career Counseling Program to include more counseling of wives.

SECTION 3 - RECOMMENDATIONS

Recommendations based on findings and conclusions drawn from Phase 3 of SDC's program of research on personnel satisfaction and retention are elaborated in this section. Career satisfaction and retention study recommendations are summarized. Recommendations based on integration of findings and conclusions drawn from the Command Retention Team study, the evaluation of multi-media counseling materials, and the Navy wives study are presented.

3.1 CAREER SATISFACTION AND RETENTION STUDY RECOMMENDATIONS

Major career satisfaction and retention recommendations and specific action recommendations (Grace, Holoter, and Soderquist, 1976)¹ are summarized below. These recommendations are directed toward improving personnel satisfaction and increasing retention.

Recommendation 1: *The Navy should make career satisfaction improvement an integral part of the Navy organizational effectiveness improvement program and place more emphasis on increasing the effectiveness of leadership and management of human resources throughout the chain of command. (Based on Conclusions CS-1, CS-3, CS-4, CS-5, CS-6, CS-7, CS-9, CS-12, and CS-13.) Unit commanders should be strongly encouraged to (a) enable the chain of command to attend Leadership and Management Program training courses; (b) make more effective utilization of the consulting services of the Human Resource Management Centers and Detachments; and (c) optimize the use of Navy career enhancement opportunities. (d) The positive influence of the Navy's Race Relations and Equal Opportunity Program on retention should be officially recognized and implementation personnel encouraged to continue their beneficial efforts.*

Recommendation 2: *The Navy should make planned use of the incentive value of career satisfaction to assist in the management of manpower. (Based on Conclusions CS-1, CS-2, CS-5, CS-6, CS-8, CS-14, CS-16, and CS-17.) The Navy should (a) implement the phased use of the Career Satisfaction Inventory as a unit retention aid. The first phase should be a trial by a few selected units.*

¹Recommendations from this study are identified by Arabic numerals. The identifier CS denotes conclusions drawn from this study.

Modifications needed to adapt procedures to the operational environment should be made during this trial phase. If the results of the trial phase are favorable, the inventory and revised procedures should be implemented Navywide.

(b) The Navy should take steps to develop a full-scale quasi-economic model. Critical ratings with ample billets should be selected and data currently available for those ratings analyzed. New data should be collected, as required, using stratified samples drawn from these ratings, and an initial model developed for each of the ratings. This cycle should be repeated across ratings in order to develop a full-scale model. Results of model development analyses should also be used to identify positive actions to be taken to increase retention.

(c) The Navy should take positive actions to ensure that policy makers fully coordinate compensation and other manpower policies with the application of career satisfaction improvement techniques. (d) The Navy should continue use of monetary incentives such as the Selective Reenlistment Bonus (SRB) and special pay for critical ratings and augment their use with planned use of career satisfaction improvement techniques (actions b and c under Recommendation 1).

Recommendation 3: *The Navy should take positive actions to encourage favorable attitudes toward Navy life on the part of spouses because spouses are an important influencer of retention. (Based on Conclusions CS-3, CS-4, CS-5, CS-6, CS-10, and CS-11.)* (a) The Navy Career Counseling Program should continue expanding the effort directed toward counseling Navy wives and emphasize the need to provide fundamental information to new Navy wives in a timely manner.

(b) The Navy should ensure that Navy Wives Information Schools are available and easily accessible to wives in all major areas of Navy concentration. All new Navy wives and other interested wives should be provided the opportunity and encouraged to attend such a school conducted near their places of residence.

(c) All Navy wives should be made aware of the services offered by the Wives' Ombudsman Program and the Navy Family or Personal Services Offices. Commands should be encouraged to utilize the potentially positive influence that these programs can have on retention. (d) The Navy should encourage Ombudsmen to communicate regularly with commands and to provide feedback to commands on an open basis. This will assist in alleviating and eliminating misunderstandings

pertaining to Navy life and dependent benefits which could negatively affect the on-the-job performance and reduce the likelihood of reenlistment of Navy personnel. (e) The Navy should seriously consider expansion of the current Sponsor Program into a Family Sponsor Program with program responsibility assigned to the unit commander. Single and married personnel should be assigned appropriate co-worker sponsors who are satisfied with the locality and the command, and who are scheduled to remain in place for at least six months. For a married sponsor, the spouse should also be willing to assume the role of sponsor.

Recommendation 4: *The Navy should develop a "life-span" career counseling approach designed for use in the Career Counseling Program and for implementation through the command structure. (Based on Conclusions CS-3, CS-4, CS-5, CS-6, CS-9, CS-11, CS-13, and CS-15.)* The objective of a "life-span" career counseling approach would be to create an environment in which Navy service is viewed as an important and valuable progression along a total career path. (a) The Navy Career Counseling Program should be modified to better meet the needs of career personnel and assist them in viewing a continuing Navy career from a "life-span" perspective. (b) Career progression profiles specific to individual Navy ratings should be developed and maintained. Information and experience required for individuals to take full advantage of proficiency and skill development opportunities available to personnel in each rating should be specified. Profiles should be used by career counselors and recruiters to assist individuals in making initial Navy career choices and to monitor counselee progress at key career points. (c) The Navy should expand the use of job design and work restructuring techniques as a means of making jobs more interesting and satisfying to Navy personnel because individuals who feel their jobs are interesting and important to the Navy and who feel their abilities are being well utilized are more likely to reenlist, to have greater job commitment, and to perform well on the job.

Recommendation 5: *The Navy should take all steps possible to eliminate discrepancies between personnel's expectancies about Navy career opportunities, available benefits, and programs and their experiences in these areas. (Based on Conclusions CS-1, CS-2, CS-3, CS-6, CS-7, CS-11, CS-13, CS-14, and CS-15.)*

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Discrepancies between expectations and experiences tend to create a credibility gap. Factors which contribute to the creation of a credibility gap include: lack of information, inaccurate information, changes in programs caused by Congressional actions, and changes in programs caused by changing Navy priorities. (a) The Navy should ensure that accurate and current information on career opportunities, benefits, and programs is available at the unit level so that commanders can disseminate this information in a timely manner and career counselors can effectively perform their assigned duties. (b) The Navy should ensure that career counseling information clearly articulates the difference between fringe benefits intended to remain stable and variable benefits designed to assist the Navy in filling ratings where shortages are occurring. Career counselors should be trained to articulate this difference effectively to all personnel counseled. (c) The Navy should take positive action to ensure that all Navy personnel are aware of the Navy's position on proposed changes to Navy policy, benefits, and programs in order to counteract misconceptions that may occur in these areas. (d) The Navy should explore the possibility of taking planned advantage of recent reenlistees' favorable attitudes toward the Navy. For example, informal meetings between recent reenlistees with positive attitudes toward the Navy and newly assigned personnel or those nearing the end of enlistment term could be arranged for the purpose of discussing Navy career opportunities. Such an approach could expand resources available for retention within commands at no additional cost to the Navy.

3.2 INTEGRATED RECOMMENDATIONS

Major recommendations based on integration of findings and conclusions drawn from the Command Retention Team study (Holoter, Provenzano, and Copes, 1976), the evaluation of multi-media career counseling materials (Grace, Steiner, Holoter, Provenzano, and Copes, 1976), and the Navy wives study (Grace, Steiner, and Holoter, 1976) are presented below.² These recommendations are directed toward improving personnel satisfaction and increasing retention of Navy enlisted personnel.

¹ Integrated recommendations are identified by letters of the alphabet. Identifiers used to denote conclusions are: CRT, Command Retention Team Study; MM, Evaluation of Multi-Media Career Counseling Materials; NW, Navy Wives Study.

Recommendation A. Career Counseling Program policy should be modified to stress the importance of informal on-the-job interactions between Command Retention Team members and enlisted personnel as well as the importance of the counseling and interview requirements for increasing retention detailed in Navy instructions and manuals. (Based on Conclusions CRT-1, CRT-7, CRT-8, CRT-10, CRT-17, NW-14, and MM-15.)

The impact of career counseling is greater if information about Navy career growth and development opportunities is provided to enlisted personnel soon after they show interest in obtaining answers to specific questions about their own careers. The Command Retention Team (CRT) film "Absent Without Incentive" stresses the importance of this type of counseling. Most CRT members appear to be cognizant of the need to make use of interpersonal interaction skills which place the interviewee at ease and most profess to practicing these skills. These skills can be used effectively in workplaces and job settings as well as in CRT members' offices. Although maintaining records, performing other administrative duties, and conducting CRT meetings are useful, mere performance of these activities was not found to be related to the effectiveness of the CRT. Navy husbands frequently discuss job and career with their wives. In summary, informal individual interviews held outside the office have been found to be an effective activity in which CRT members should frequently be engaged.

Recommendation B. To increase retention, an action-oriented approach should be adopted by the Command Retention Team. This approach should place increased emphasis on obtaining career growth and development results and satisfying career needs from the perspective of the enlisted personnel while giving due consideration to organizational requirements and constraints of the Navy. (Based on Conclusions CRT-7, CRT-9, CRT-15, CRT-17, NW-6, NW-20, NW-21.)

Enlisted personnel in units with high retention tend to report that their supervisors "really get results" while enlisted personnel in units with low retention tend to report that their command career counselor "really gets results". Obtaining career-related results, such as advancement through promotion and obtaining additional training, whether attributed to supervisors or to command career counselors is indicative of an effective retention environment. Career-related results and Navy wives' attitudes and opinions are both important influencers of retention. Most Navy wives are either willing or undecided about their willingness for their husbands to reenlist in the Navy; a lesser number are unwilling for their husbands to reenlist. The closer the reenlistment decision time, the more encouraging wives are toward their husbands' reenlisting. Obtaining career-related results close to the reenlistment decision time-frame could strongly influence husbands' decisions and increase retention. Enlisted personnel tend to feel that their career counselors are interested in them as individuals and that counselors impart factual information of major interest to them. Although there is still a need for more effective dissemination of information about career advancement possibilities and Navy benefits, results and reasons satisfying to enlisted personnel are also strongly needed.

Recommendation C. Career counseling functions should be more closely integrated into the unit command structure and the Command Retention Team should take all steps possible to ensure that the team operates fully within the chain of command. (Based on Conclusions CRT-8, CRT-12, CRT-13, CRT-14, CRT-15, CRT-16, CRT-18, and MM-15.

The CRT concept is functioning best in units in which enlisted personnel discuss Navy career opportunities with their LPOs and other senior POs as well as with their command career counselors. Although career counselors can be effective when functioning as the primary focus for retention actions, career counselors are more effective when they are functioning as career information resources and interacting frequently with the chain-of-command. Retention tends to be higher in units in which department/division career counselors are informed

and share individual interviews equally with the command career counselor. Although the reporting of retention statistics appears to be standard throughout the fleets, methods and procedures used to accumulate these data appear to vary. Also, many CRT members indicate other factors such as unit effectiveness, quality of reenlistee, and organizational climate also appear to be important indicators of a successful retention program. The Human Resources Management Survey, particularly the supervisory indexes, appears to be a vehicle potentially useful for assessing the retention environment of units. The time allotted by command career counselors to formal individual career counseling interviews appears to be inversely related to effectiveness of the retention environment. Units with low retention indicate their command career counselors spend most of their time conducting interviews, while units with high retention indicate command career counselors spend much less time conducting interviews. The time spent by the command career counselor performing duties other than interviews and administrative duties appears to be directly related to effectiveness of the retention environment. Units with high retention indicate their command career counselors spend much of their time on "other duties", while units with low retention indicate command career counselors spend much less time on "other duties." The number of personnel who receive career booklets from the career counselor appears to be inversely related to effectiveness of the retention environment. Units with low retention indicate that career counselors hand out booklets to the greatest numbers of people, while units with high retention indicate the career counselors hand out booklets to the least numbers of people.

Recommendation D. Career Counseling Program policy should be modified to ensure that early in their first terms of enlistment, all personnel are adequately informed and have acquired currently accurate information about Navy career growth and development opportunities, entitlements, and benefits. All personnel should be updated regularly concerning any changes in opportunities, entitlements, or benefits that may have occurred, and refresher acquaintance with information should be provided periodically to all personnel in order to reinforce learning acquired in the first term of enlistment. (Based on Conclusions CRT-6, CRT-9, CRT-18, CRT-20, NW-8, NW-14, NW-15, NW-21, MM-1, MM-2, MM-3, MM-4, MM-12, MM-15, MM-16, MM-17, MM-18, and MM-19.)

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All enlisted personnel should have accurate knowledge about Navy career growth and development opportunities, entitlements and benefits. If expectations of personnel and their families fail to match results, the reenlistment decision tends to be adversely affected. First-term enlisted personnel tend to obtain Navy information most frequently through scuttlebutt from shipmates. Navy wives tend to obtain information most frequently from their husbands and consider them the best source of accurate information. Willingness for husbands to reenlist is related to the degree to which wives' expectations about the Navy are met; wives who found Navy life worse than expected were less willing for their husbands to reenlist. If shipmates and husbands lack up to date and accurate information, misinformation is passed along which often leads to expectations that cannot be met. Navy personnel and Navy wives tend to consider the Navy Times to be the best source of accurate information. CRT members tend to be ambivalent about the effects of the Navy Times on retention. Those who indicate that it may have a negative impact on retention attribute this effect to possible exploitation and premature reporting of loss of benefits. Those who indicate it may have a positive impact on retention attribute this effect to pro-Navy editorial support and the fact that personnel often receive career-related information prior to formal notification through official Navy channels. In order to counteract the negative influence of unmet expectations, all Navy personnel should be made knowledgeable through authoritative sources and in a timely manner with regard to Navy career growth and development opportunities, entitlements, and benefits.

Recommendation E. *The Navy should reassess its reenlistment advertising program to determine the degree to which funds expended on advertising are positively influencing retention. (Based on Conclusions CRT-5, CRT-22, NW-4, NW-11, NW-15, NW-21, NW-22, and MM-19.)*

The reenlistment advertising program has been directed toward enlisted personnel and their families. Advertisements have been placed on billboards, in newspapers, and in the other mass media. Of these, the Navy Times is the most frequently used source and is also considered to be the best source of accurate information about the Navy. Reenlistment advertising fails to impact on a majority of the Navy

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wives sampled and it had little influence on wives' encouragement of their husbands' reenlisting in the Navy. The possibility of combining the enlistment and reenlistment advertising programs into a single program that communicates realistic information about the Navy should be considered. Many Navy wives feel that their husbands enlisted in the Navy because of career growth and development opportunities and to obtain additional education and training. These are also powerful motivators of reenlistment. The possibility of taking greater advantage of face-to-face communication in enlistment efforts should also be considered. For example, most Navy wives indicate that they would present a realistic picture of the Navy to non-Navy wives whose husbands were considering enlisting.

Recommendation F. The Navy should take positive actions to ensure that the organizational climate of all units is desirable because climate importantly influences retention of enlisted personnel. Particular attention should be directed toward assessing supervisory functions as measured in the Human Resources Management Survey because these functions are strong influencers of retention. (Based on Conclusions CRT-8, CRT-11, CRT-15, CRT-16, CRT-18, CRT-19, NW-1, NW-2, NW-4, NW-8, NW-13, NW-16, NW-19, NW-22, MM-5, MM-6, MM-8, MM-18.)

Organizational climate is a factor that importantly influences retention. If the climate is favorable, communication channels tend to be open. Supervisors find it easier to get career-related results for enlisted personnel if they have easy access to the chain-of-command. LPO's and PO's discuss career opportunities with enlisted personnel and refer personnel to command career counselors for specific answers which the LPO's and PO's feel inadequate to provide. Job satisfaction tends to be higher if the organizational climate is favorable, and retention is increased if job satisfaction is high. Almost all Navy wives discuss their husbands' working conditions with them. Most wives tend to be satisfied with their husbands' jobs in the Navy. Some Navy wives perceive that supervisors have not supported their husbands' request for additional education and

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training. Navy wives are an important influencer of retention. If husbands are dissatisfied with their working conditions, jobs, or inability to obtain additional education and training, wives also tend to be dissatisfied with Navy life. The Human Resources Management Survey provides indicators of organizational climate. If the climate is good, retention tends also to be high. The supervisory indicator is a particularly good indicator of an effective retention environment. Future organizational climate also needs to be taken into consideration. For example, Navy wives indicate that the possibility of Navy women serving aboard ships at sea will tend to make them discourage their husbands from reenlisting. Wives' attitudes in this area should be taken fully into consideration by Navy policy makers if laws are changed to permit Navy women to serve on board all ships.

Recommendation G. Career counselors should receive an increased amount of training in the areas of group facilitator skills and presentation techniques in order to ensure that counselors are well prepared to implement the expanded functions of the Career Counseling Program.
(Based on Conclusions CRT-1, CRT-2, CRT-3, CRT-4, CRT-20, CRT-21, CRT-22, NW-6, NW-10, NW-14, NW-16, NW-17, NW-19, NW-20, NW-21, and MM-14.)

Career counselors and CRT members tend to be inadequately trained in the areas of group facilitator skills and presentation techniques. This tends to lessen the effectiveness and lower the frequency with which these skills and techniques are exercised. Most CRT members state they are unfavorable toward holding group interviews because conducting them interferes with operational requirements and causes logistics and space problems. However, observations indicate that many career counselors tend neither to be comfortable nor are they adequately trained to lead or facilitate a group activity. CRT members indicate that the career counseling slide presentations are difficult to implement. Presenters must read a script in the dark, monitor equipment, and synchronize slides with the script. This is a complex task and practice is required to perform it easily and well. Career Information and Counseling (CIAC) courses are an integral and effective element of the Navy's retention program. They are viewed as a credible source

of accurate current career information, together with the Career Counseling Manual, BuPers Instructions and local policies. However, development of facilitator and presentation skills tends to receive less emphasis in the CIAC than informational aspects of the course. As a result, most interviews with enlisted personnel are conducted individually. Except for the Reporting Aboard Interview, which is sometimes included with the I Division orientation activities, few personnel indicate having had a group interview. In addition, few Navy wives have ever received an individual interview or attended a group meeting conducted by a career counselor or other CRT member. An important reason appears to be that these personnel tend to feel uncomfortable, largely because they have been inadequately prepared to counsel wives.

Recommendation H. The Plus Eighteen and Minus Ten slide presentations should be redesigned and combined into a single presentation designed for use (1) with first-term personnel within three to six months after reporting aboard their first units and (2) as refresher training for personnel in other terms of enlistment. Instruction technology principles should be applied in this redesign to ensure that key information is actually acquired regarding Navy career growth and development opportunities, entitlements, and benefits. (Based on Conclusions CRT-3, CRT-4, CRT-6, CRT-9, MM-2, MM-3, MM-5, MM-8, MM-9, MM-11, MM-12, MM-13, MM-16, and MM-17.)

The Minus Ten presentation was designed for use with enlisted personnel who are within ten months of completing their first term of enlistment. It is used with personnel in all terms of enlistment who are within ten months of projected rotation date (PRD) or expiration of active obligated service (EAOS). Slide presentation content differs with audience targeting. Plus Eighteen focuses on careers in the Navy and personal appeals; Minus Ten covers many areas, with emphasis on civilian vs Navy careers, careers in Navy, and family/personal security. Many CRT members tend to feel that there may be implicit misrepresentation in the presentations

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because the time allocated to certain programs is far out of proportion to the size of the audience who is eligible for these programs. Audiences judged that slide presentations covered information of importance and interest. Information contained was judged to be covered as adequately as in "normal" presentations. Audiences were more than moderately interested in obtaining additional information about the Navy and information interests of Plus Eighteen and Minus Ten audiences were in almost complete agreement. Career counseling slide presentations resulted in greater learning as measured by knowledge test than resulted from the "normal" method of presentation. However, impact of the slide presentations tended to be negative. In the Plus Eighteen study, impact was more positive on those who intended to reenlist or who were undecided about reenlisting. The influence of the slide presentation on attitudes toward the Navy differed depending on audience targeting. In the Plus Eighteen and Minus Ten studies, positive Navy feelings after the "normal" presentation showed greater strength and gain as compared with feelings after the slide presentation. In the Minus Ten Study, the slide presentation resulted in a decrease in positive Navy feelings. Certain aspects of the slide presentation materials were found to be technically inadequate. Specific terminal objectives were not included in documentation accompanying slide presentation materials. The readability level of scripts was found to be too high. Many slides were judged to be visually unsatisfactory, lack relevance to the script and fail to communicate instructional focus. In some cases, interest-holding qualities were also found lacking. Inadequacies in content, presentation and attitudinal impact, and the technical area need to be corrected if these presentations are to be of major value in the Navy's retention program.

Recommendation I. The Navy Wives slide presentation script should be updated and the presentation should be much more widely shown to wives of enlisted personnel. The Navy Wives Contact Model should be used to assemble wives' audiences for this presentation. Career counselors and other members of the Command Retention Team should be provided specific objectives for use, be specially practiced in delivering the presentation and strongly encourage to make regular use of it. (Based on Conclusions CRT-21, NW-5, NW-6, NW-7, NW-8, NW-12, NW-14, NW-17, NW-19, NW-20, NW-21, NW-22, MM-1, MM-2, MM-3, MM-4, MM-7, MM-10, MM-11, MM-12, MM-13, MM-16, MM-17, and MM-18.)

This presentation resulted in greater learning as measured by knowledge tests than resulted from the "normal" method of presentation. Presentation impact tended to be positive, and wives' attitudes were more positive toward the slide presentation than toward the "normal" presentation, but the difference was not statistically significant. Content of the Wives presentation focuses on family/personal security and careers in the Navy. All information contained in the presentation was important and of interest to wives. However, all wives were very interested in obtaining additional information about the Navy. Although the Wives presentation was designed primarily for wives of first-term enlisted personnel, it is used with wives of personnel in all terms of enlistment. Suggestions for contacting Navy wives provided with the slide presentation were found to be inadequate and attempts to convene an audience of Navy wives using only suggested techniques would tend to make it difficult to satisfy Navy wives' information needs and interests. The script contains some content that needs to be updated and specific terminal objectives need to be included in the documentation accompanying the presentation.

Recommendation J. *Career Counseling Program policy should be modified to ensure that all Navy personnel eligible to serve on the Command Retention Team see the Command Retention Team film entitled Absent Without Incentive (AWOI). The Navy should strongly consider showing this film to as many other enlisted personnel as possible, and to spouses. (Based on Conclusions CRT-7, CRT-9, NW-6, NW-7, NW-8, NW-10, NW-14, NW-19, NW-20, NW-21, NW-22, MM-15, MM-16, MM-17, MM-18, and MM-20.)*

The Command Retention Team film was well produced, met design objectives, and covered technical information about the counseling process in a sound manner. Viewing the film tended to bring about a knowledge change in the desired direction. Audiences judged information coverage in the film to be adequate, realistic, and a desirable model that could be implemented within their own commands. They recommended that the film be shown to others, including all enlisted per-

sonnel and their spouses. Audiences liked the film. Viewing it influenced attitudes in a favorable direction and increased interest in having an active command retention program.

Recommendation K. *The Navy should implement the Navy Wives Contact Model through a Family Sponsor Program to be designed, developed, and coordinated by appropriate top-level Navy agencies, to be implemented within the chain of command, and with operational responsibility to be assigned at the local unit level.*
(Based on Conclusions CRT-21, NW-1, NW-2, NW-3, NW-4, NW-5, NW-6, NW-7, NW-8, NW-9, NW-12, NW-13, NW-14, NW-16, NW-17, NW-18, NW-19, NW-20, NW-21, NW-22, MM-14, MM-16, MM-19, MM-20, and MM-21.)

Navy wives who are willing for their husbands to reenlist feel more positively about a wide variety of aspects of Navy life than do wives who are undecided; similarly, wives who are undecided feel more positively than do wives who are unwilling for their husbands to reenlist. Wives generally have favorable attitudes toward Navy life, but recent attitudes tend to be less favorable than long-term attitudes. Wives tend to be proud to be Navy and to feel that their husbands are making a contribution to society by serving in the Navy. In contrast, wives tend to feel that the Navy does not treat them as persons worthy of respect. Many Navy wives do not like to live by a set of Navy rules and regulations and few perceive public opinion about the Navy to be favorable. Many Navy wives have difficulty in getting needed assistance when their husbands are away from home on Navy duty. Housing tends to discourage many Navy wives and cause them to dislike Navy life. Many families experience extensive delays in obtaining permanent housing. Many Navy wives combine work outside the home with their traditional role as wife and mother, and most are working in order to earn more money. Most Navy wives would like to obtain additional education or training, and many report that they cannot afford to obtain it. Ways to counter these negative influences and improve Navy family life need to be found. An effective Family Sponsor Program would assist in countering these negative influences.

Younger Navy wives encounter more problems and they are less willing for their husbands to reenlist than more experienced Navy wives. Improving younger wives' satisfaction with Navy life and increasing the satisfaction of wives who are undecided about their husbands' reenlisting can be expected to increase retention of Navy enlisted personnel.

Recommendation L. The Navy should take positive actions to institutionalize the Navy Wives Information School concept Navywide, using successful local Navy Wives Information Schools as models for implementation. The Navy should also urge strong command support of the Navy Wives Ombudsman program, with participation by interested senior enlisted personnel from each of the commands and regularly held District-wide assembly meetings. Special training should be made available to wives ombudsmen, to include at least a minimal amount of crisis intervention training. (Based on Conclusions CRT-21, NW-1, NW-3, NW-5, NW-6, NW-7, NW-8, NW-9, NW-12, NW-14, NW-16, NW-18, NW-21, NW-22, MM-14, MM-16, and MM-20.)

The Navy Wives Information School is a valuable concept which is designed to increase wives' satisfaction with Navy life. This concept is currently implemented largely under local sponsorship. Navy wives are extremely interested in obtaining more information about various aspects of Navy life that affect families and husbands' careers. Judged importance of Navy retention incentive programs is directly related to Navy wives' familiarity with these programs. Areas of Navy life considered to be important and with which Navy wives are most dissatisfied, such as retirement benefits, husbands' pay, financial security and dependent medical and dental benefits, are areas that fall largely outside the control of local unit commands. The recession tended to make Navy wives' attitudes toward their husbands' reenlisting more favorable. Real and perceived erosion of benefits and services has tended to increase the dissatisfaction of Navy wives. A channel for obtaining authoritative information in these areas is needed in order to counteract misinformation wives may have acquired. Navy

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Wives Information Schools in operation provide that sort of channel in areas they serve. This opportunity to obtain authoritative information needs to be expanded to include all Navy wives. The Navy should ensure that wives' needs to obtain emergency assistance when their husbands are away on sea duty are better satisfied, and wives' other Navy-related needs and problems are addressed in a timely manner. The Wives Ombudsman Program was established to provide a readily available channel to assist in the early identification and resolution of wives' Navy-related problems. This program is working well in commands that provide strong chain-of-command support. The Navy should take positive action to ensure that this type of support is provided in all commands.

Recommendation M. The Career Counseling Program should be strengthened to ensure that Navy wives are adequately counseled about Navy career growth and development opportunities for their husbands, and about Navy entitlements and benefits available to husbands and Navy families. This should include joint husband-wife career counseling sessions as well as presentations and group discussions. Career counselors should make use of the Navy Wives Contact Model to assist in convening groups of wives to be counseled. (Based on Conclusions CRT-6, CRT-9, CRT-21, NW-3, NW-4, NW-5, NW-6, NW-7, NW-8, NW-10, NW-12, NW-14, NW-16, NW-17, NW-19, NW-20, NW-21, NW-22, MM-16, MM-17, MM-18, and MM-20.)

Navy wives familiar with the Career Counseling Program tend to have favorable attitudes toward it, however relatively few have ever received counseling or obtained information designed to be made available through this program. Relatively few Navy wives discuss the Career Counseling Program to any extent with their husbands. Most Navy wives lack exposure to the program required to understand its objectives. Some wives are unaware of their husbands' Navy pay arrangements. Some tend to feel that counselors and supervisors are trying to

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"sell" their husbands on reenlisting. Navy wives overwhelmingly dislike the burden that family separation places on them and lack a clear understanding as to why their husbands must spend so much time at sea in order to accomplish the overall Navy mission. There is a need for increased information transfer between commands and Navy wives about work environments, husbands' jobs and careers, unit activities, and the overall Navy mission. Navy wives obtain information about the Navy most frequently from their husbands, and wives tend to consider their husbands the best source of accurate information about the Navy. However, husbands may be uninformed in certain areas and thus the information they pass along to wives may be inaccurate. Wives usually discuss Duty Preference Card decisions with their husbands. Navy wives tend to be willing to take on responsibility. Navy wives are interested, willing to help arrange meetings in which wives could obtain information about the Navy, and feel that other wives would like to attend. Informal wives' communication networks could be used by command career counselors and other CRT members to convene groups of wives. However, racial and ethnic minority wives tend to be included in these networks to a lesser extent than majority wives. The Navy Race Relations and Equal Opportunity Program should be tasked with providing assistance in this area.

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APPENDIX A

PROFILES OF NAVY WIVES' PROGRAMS

This appendix includes two profiles--a Navy Wives Information School and a Navy Wives Ombudsman Program. These profiles are provided in order to assist readers unfamiliar with Navy wives' programs in obtaining additional information to supplement certain recommendations made in this report.

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PROFILE OF A NAVY WIVES INFORMATION SCHOOL

This profile describes one Navy Wives Information School (NWIS).¹ This school is sponsored by the Naval Station at San Diego. School sessions are held monthly, without "summer vacation"; evening classes are scheduled twice a year to permit working Navy wives to attend. Attendance has been increasing monthly, with daytime classes averaging 100 or more wives, and nighttime classes attracting up to 200. Three meetings of three hours each are held in each session, babysitting is provided, and wives in attendance have the opportunity to question speakers on-the-spot, thus providing immediate feedback both to wives and to speakers. Wives who have attended this school frequently return for refresher courses. Critique sheets are used to update topics and initiate new areas about which wives have expressed concern. Every effort is made to provide top level personnel to discuss their specific jobs in a down-to-earth manner--housing, Commissary and Exchange services, benefits, pay, medical and CHAMPUS benefits are some of the areas covered. Additionally, a full-time Coordinator has been assigned by the command to provide continuity to this effort. The Coordinator is responsible for publicizing the Navy Wives Information School, contacting speakers, and sending several communications to enrolled wives as follow-up to the Captain's welcoming letter. San Diego's NWIS attracts wives across grades and ranks--from new, or even prospective brides and wives of young enlisted personnel, to retired wives and high-ranking officer's wives. The organizational success of this school could easily serve as a model for other commands wishing to implement a Navy Wives Information School in their areas.

¹For additional information, see "School Teaches ABCs of Navy Life", The Navy Times, 26 July 1976, p. 41.

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PROFILE OF A NAVY WIVES OMBUDSMAN PROGRAM

The Navy Wives Ombudsman Program is functioning effectively in several areas. An example in point is the program established in the Norfolk, Virginia area. Ombudsman programs need strong command support, and one of the unique features of the Norfolk Ombudsman Program is the fact that it is established District-wide. The monthly Assembly draws ombudsmen from the entire 5th Naval District. This permits problems, solutions, and decisions to be aired across sea and shore commands, and various service forces. Additionally, senior enlisted personnel from commands also attend these meetings. They can frequently answer questions that have come up to the Assembly from the wives in the command. In addition, they are made immediately aware of problems that directly concern the men of their own and other units. Norfolk ombudsmen are provided training in crisis intervention techniques and effective listening/action skills. Support is frequently obtained from community and civilian courses which will also aid the effectiveness of wives ombudsmen. As in other Navy Wives Ombudsman programs, the wives of the Commanding Officer and Executive Officer are invited to attend meetings as a functioning "partner" on the team. Careful selection and training of wives ombudsman volunteers, strong command support provided District-wide, and cooperation from official and quasi-official Navy agencies are some of the factors which help to make this particular program outstanding.

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